RJ Reynolds
Tobacco Company

To: DM's/RM's
RBM/RDM
Excellent step by step procedure to work Walmart.
Be sure your people understand. Jeff will be glad to clarify any issues.
Bob

9/12/97

To: R.L. Rissler

From: J.J. Nowinski

Re: Wal*Mart Stores

Bob:

I have tried to implement the following call procedures for all Macon RR's when working Wal*Mart stores. These stores can be extremely difficult for even an experienced rep to work, so each time I am with a rep, we try to practice these steps:

1. Upon entering the call, we page the department one manager and request a copy of the store's POG (or "modular" as it is called). I have found this to be the most effective way of determining our space because the modular frequently changes. More importantly, these department one managers are constantly being shown authorizations and POG's from all companies, and frankly, their modular is the only one they trust.

2. While the manager is pulling/copying the modular, we scan cartons and packs to ensure proper pricing. We also discuss merchandising plans/changes (ie. where to add new or missing brand styles on carton fixture).

3. When the department manager returns, we check the modular row-for-row with him/her. If there are discrepancies or if we wish to make adjustments, we ask to use the Telxon 960 machine and printer. This is the hand-held machine Wal*Mart uses to order product and create shelf tags. Using this machine is the key to a successful sales call.

Often, the department one manager will be reluctant to let a rep or myself use the machine. Rather they will operate the machine and printer themselves. Either way will work fine. If a manager simply refuses my request, I begin explaining compliance, and the reason we pay for shelf space, etc. This usually works.

4. Once we secure the 960 machine and printer, we ask the manager to set the machine in a mode that allows for shelf tag printing. By simply scanning the UPC carton code and pressing F6 on the machine, a shelf tag is produced. This tag can then be placed on the carton fixture, in the space we discussed during step 2.

5. I keep a section of my planner which has the UPC bar codes to all of our priority brands. In this way, we can make efficient use of our time(and of the department one manager's time), and return the machine quickly. Other store personnel are always in need of this machine. When the RR's are alone, they bring their complete book of carton end labels (these have the UPC bar codes on them and are easily scanned) I simply used the Telxon machine and printed extra UPC bar codes of our brands (example below) and placed them in the back of my planner.

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6. Special attention needs to be given to stores that do not order product themselves. These stores are on automatic replenishment. Any brand style added to the modular must be given a build-to figure and an on-hand inventory in the Telxon. The department one manager must help you with this. For every brand style added, the build-to level of the brand it replaced on the carton fixture must be adjusted.

7. If the RR is in the call alone, and no one is available to bring them a Telxon, the rep should walk into the UPC office (in the backroom of the store) and request the help of someone in that office. The UPC office is capable of doing everything listed above, only they will use a PC.

8. When we are done with the Telxon, we ask the department one manager to produce in-store signage to reflect our prices. PM is less likely to remove POS when it has been produced by Wal*Mart. If pricing is incorrect, we address it at this time in the UPC office.

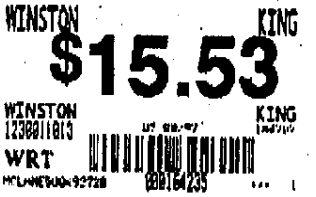
9. While Wal*Mart signage is being produced, we place PCD inlays that say "This is a paid RJR display" in our half of the promotional unit, and merchandise it according to our promotional schedule. We also finish any reporting or other administration.

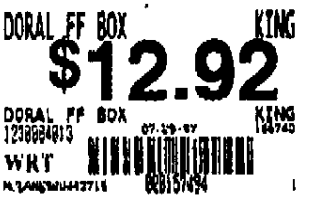
10. Lastly, we help place the Wal*Mart price signage and explain compliance regarding the promotional unit.

Bob, this system has proven very effective with our reps. A Wal*Mart can be very intimidating, especially for a new rep, but once they start using this step by step process, they gain confidence. Also, it teaches them that there is an order to achieving the Three P's. First, they start by securing the proper product mix. Effective presence and promotion will not influence share unless we have the proper brands available for sale. Once the rep is satisfied with the product mix, they can improve presence by merchandising all of our contracted space (including the pack merchandiser and promotional unit). After all of this is in place, effective promotions can be implemented.

Please do not hesitate to contact me should you have any questions regarding our system for working Wal*Mart stores.

Source: https://www.industrydocuments.ucsf.edu/docs/ssvn0000





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